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18 January 1954

MEMORANDUM FOR: Colonel White

SUBJECT : Suggested Method of Developing Administrative Personnel 029

1. Agency officials returning from duty or visit overseas advise of a shortage of thoroughly qualified administrative personnel and report that individuals frequently are not performing the duty they were sent out to handle. In many instances this results from promotions; in other instances it is because no one else is available; and in some instances is due to the necessity of one man handling several or all types of administrative functions. This has resulted in individuals, for example, with a financial background handling all administrative work, personnel specialists handling supply and logistics functions, etc. Due to lack of knowledge this practice has frequently resulted in inadequate performance or the favoring of one type of work to the detriment of others. The ideal situation, of course, is to have personnel who are familiar with all phases of administrative functions. This type of personnel is not easy to obtain or retain. In fact, it is not necessary that all personnel have these qualifications but it is necessary that a number of such well-rounded and trained individuals be available and on duty throughout the Agency.

2. It appears that the DD/A Offices are missing a bet in not utilizing the Agency JOT program as a means of partially meeting and solving this problem. Included among the young men interviewed for JOT training there must be some with business administration training and background who desire to make their career in the field of administration rather than in intelligence or operations. These individuals should be selected for administration training and given a specialized training in the DD/A Offices along the lines set forth below.

a. Complete basic Agency training given all JOT members and then enter on a program which will give the trainee duty in the various components in the administrative field including a tour of duty in the Office of the DD/A.

b. A tour of duty in each Office should be adequate to enable a trainee to obtain both the broad picture of the mission of the Office and to become familiar with its major activities and operations.

c. A tour of duty in each Office should be used for training and the trainee should not be considered as another body and assigned on the basis of need. It should be borne in mind the trainee is there to learn rather than be productive.

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d. Upon completion of a tour of duty in an Office, the Chief of said Office should render a comprehensive report on the trainee. This report should include a statement of whether or not the Chief would like to have the trainee assigned to his Office and if not, the reasons why. If the report is not satisfactory a determination should be made in regard to retaining the trainee in the program or in the Agency.

e. A definite pay schedule should be established for such trainees. This should include entrance pay, periodic increases while in training, and the pay for entrance on permanent assignment. These pay rates should be uniform for all recruited for the administrative field.

f. Upon completion of the tours of duty in all administration Offices, the trainee should be assigned to a particular Office. This assignment should be on the basis of need, personal desires, requests of the Offices, and the particular talent or qualifications of the trainee for a certain type of duty.

3. This program would give the Agency a group of individuals with a basic knowledge of logistics, personnel, and finance, as well as the necessary intelligence training, who are not only qualified for a specific job but have the background and potential to handle other administrative functions. It is most essential, moreover, that this group, after completion of their training, be followed closely to make certain their assignments make the best use of their background and training and to be most beneficial to the Agency as well as fitting them for even more responsibilities in the future. It is also essential that these individuals do not become lost and end up with more or less routine duties which could and should be handled by personnel not having the benefit of this valuable and specialized training.

4. If you concur that there is merit in such a program, it will be given further study towards the ultimate implementation.

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